

Protecting the Homeland



2015 NATIONAL GUARD BUREAU

POSTURE STATEMENT

TRUSTED AT HOME,
PROVEN ABROAD

Fighting America's Wars

Building Global Partnerships

<http://www.NationalGuard.mil/Features/PostureStatement.aspx>



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Balancing the force to meet future challenges

As America's longest war concludes, budget challenges join global turbulence as perhaps the nation's most visible threats to security. As we transition in the face of these and future national security challenges, today's National Guard is more accessible, adaptable and affordable than ever in its 377 year history—and at historic levels of readiness.

Across America's 50 states, three territories and the District of Columbia, the National Guard does three things extraordinarily well: we fight America's wars, protect the homeland, and build global and domestic partnerships. These three overlapping operational missions provide balance to the Chairman of the Joint Chiefs of Staff's federal strategic direction to deter threats, assure partners and defeat adversaries, while also providing localized, reliable, emergency response and comfort to Americans from within their own neighborhoods.

Whether serving in uniform or as civilians, National Guard men and women remain vested in a culture of readiness and volunteer service. Time and time again, I see examples of where innovative civilian skills complement military training in operations both overseas and at home. Likewise, military expertise garnered from the past decade of consistent operational use strengthens response efforts within our communities.

Whether responding to a blizzard or planning for future emergencies with local police and firefighters, the unique combination of civilian and military experience and close ties within our communities pays dividends for American taxpayers. The National Guard is also a great value as a hedge against unforeseen threats in a complex and uncertain world.

FIGHTING AMERICA'S WARS

As a combat reserve of the Army, the Army National Guard is an accessible, seamlessly integrated, cost-effective, on-demand force for fighting the Nation's wars. Each day, the Air National Guard stands ready to respond globally within 72 hours. Today's National Guard members are motivated by the expectation that they will be deployed in service to their country.

Since before 9/11, the Army Guard and Air Guard have met every deployment requirement - more than 760,000 individual overseas mobilizations and counting - while meeting the same training and readiness standards as their active duty counterparts. Both enhance the warfighting capabilities of their respective Services and can quickly expand and contract the number of personnel serving on active duty as demand for forces dictates. As the nature of warfare and its domains evolve over time, the National Guard will remain adaptable as it plans and prepares alongside the Army and Air Force to operate seamlessly in an environment that includes emerging missions such as cyberspace, remotely piloted aircraft, missile defense, and space operations.



Continued investment in the operational readiness and leader development of the Army Guard and Air Guard by the Services and Congress is critical because it allows rapid, cost-effective and seamless expansion of active duty forces. Sustaining all of the advantages of today's National Guard into the future requires maintaining this high state of readiness through operational use, relevant training and continued investment in modernization and force structure.

For more than a decade of combat, the Army Guard has demonstrated its quality, accessibility, and cost effectiveness. The Air Guard's ability to deploy as quickly as the active Air Force dates back to the early 1990s, around the time of Desert Storm. These readiness milestones are the direct result of America's investment in the National Guard.

Furthermore, the Army Guard and Air Guard provide options to retain the experience and skills of Soldiers and Airmen who will be separating from active duty in increasing numbers in the coming years as the Services draw down. By leveraging the cost-effectiveness of the National Guard, the Nation saves significantly on personnel costs and is able to reinvest in modernization and readiness. Finally, the diverse skills and frames of reference of our citizen Soldier and Airman open the aperture of thought as we determine how to best design and apply the Nation's assets. Defense leaders can capitalize on the Guard's proven ability to protect and respond to disasters in "Anytown" USA, fight our wars overseas, and help America build and strengthen our partners around the globe.

PROTECTING THE HOMELAND

America has made great strides to improve unity of effort across

the whole-of-government. Despite these critical efforts, America is still vulnerable to the ravages of a large-scale catastrophe. Better planning against what we actually do during domestic events requires local, state, regional and national collaboration with public and private partners in ways that increase unity of effort and decrease duplication of effort. In today's fiscal environment, getting the most value is as important as getting the right people to the right place at the right time. Creating synergy requires dialogue, debate and deliberate actions that evolve our approach to domestic response from whole-of-government to whole-of-Nation.

The citizen-military duality of the National Guard takes center stage in the homeland. When it comes to responding to domestic emergencies, the Guard, operating under the command of the governors, provides unique, time-tested expertise. In nearly every ZIP code, the National Guard is positioned for immediate response and close collaboration throughout the U.S. Whether a bombing in Boston, water contamination in West Virginia or floods in Colorado, the National Guard is the first military force to reach the scene, working seamlessly to support local leaders and emergency personnel as part of a synergized, effective response. Before natural or man-made incidents strike, National Guard Soldiers and Airmen work closely with civic and private industry leaders in their local communities to forge relationships so that they are not exchanging business cards at the scene.

U.S. law provides the Nation's governors with the authority as commanders-in-chief of their state's National Guard to solve local issues locally. When the scope of an incident is beyond the capacity of local and state responders, the Guard's dual-status as both state militia and federal

reserve of the Army and Air Force helps ensure seamless integration of federal personnel and resources in support of civilian incident commanders.

Concurrently, the National Guard assists the U.S. Northern Command and the military services daily in the execution of federal missions such as protecting the skies over America or providing immediate response to attacks involving weapons of mass destruction or industrial accidents. The National Guard supports the Department of Homeland Security to assess the vulnerabilities of our Nation's critical infrastructure, deter transnational criminals at our borders, conduct wildfire fighting, and augment security during special events such as the Super Bowl, international summits and political conventions. The National Guard's community-based militia tradition spans 377 years of localized experience and national service in times of need.

When these time-tested American roots are coupled with global awareness, modern equipment and the integrated training required as a combat reserve of the Army and Air Force, the National Guard becomes America's clear choice for response in the homeland

BUILDING GLOBAL AND DOMESTIC PARTNERSHIPS

Each day, the National Guard strengthens and sustains partnerships around the world and within our communities. The Army and Air Guard build partnership capacity throughout the world through numerous security cooperation activities.

One of these, the State Partnership Program (SPP), pairs individual U.S. states with partner nations



to establish long-term security and personal relationships that support the goals of our geographic combatant commanders and the State Department. Investment in state partnerships has yielded big returns. Today, there are 68 state partnerships with 74 nations at a total cost of less than \$14 million annually. Since 2003, 15 of those nations have co-deployed with state National Guard forces 79 times to Iraq and Afghanistan.

Additional benefits of the SPP include economic co-development, educational exchanges, agricultural growth to build food security, and support to others such as the State Department and our U.S. ambassadors. National Guard civilian expertise in areas such as engineering, infrastructure development, and reconstruction are in significant demand within developing nations eager to partner with America, but require sustained trust-building engagement before the relationship can fulfill its potential. Trust is the foundation of international cooperation, but it is not something that can be established overnight. Some state partnerships span more than 20 years. During that time, the individual careers of National Guard Soldiers and Airmen have matured alongside those of their counterparts in partner countries. The mutual trust and individual respect garnered from

these lasting relationships are among the key principles necessary for long range American security abroad.

At home, the National Guard is “of the community, for the community.” We serve our individual states and the Nation from within the very same communities in which we live and work when out of uniform. Because the National Guard is dispersed throughout America, individual Soldiers and Airmen are personally invested within each American community. The local relationships we forge with our public and private partners provide daily benefits that strengthen communities. They enable seamless public-private synergy and burden-sharing during man-made or natural disaster responses. These alliances are lasting, familiar, informed and in-step with our Founding Fathers’ intent of a citizen-military that remains ever-ready to serve community, state and Nation during times of crises.

ACCOUNTABILITY

As the National Guard fights America’s wars, protects the homeland and builds partnerships, it does so affordably and with accountability. The Department of Defense faces tough decisions on how to balance readiness while preserving force capacity as a strategic hedge in an uncertain and complex world.

Our Total Army and Air Force will be pressed to modernize while preserving combat power with fewer resources. Today’s unprecedented National Guard readiness posture as part of the Total Force offers options to preserve both capability and capacity rather than choose between them. The National Guard is a cost-effective, proven force capable of rapidly generating forces, or returning them to inactive status, as the situation dictates. In short, today’s National Guard offers America significant risk-reduction advantages.

The National Guard’s lower personnel costs and unique capacity-sustaining strengths free up critical resources for Total Force modernization and readiness. Every dollar invested in the dual-capable National Guard provides governors and the President capabilities to meet demands both within and beyond U.S. borders. Our recent domestic experience with damaging storms, coupled with trends toward greater urbanization and fewer resources to invest in national infrastructure, will likely require an even greater reliance on defense resources to respond to future disasters.

Ensuring the National Guard is an effective and accountable steward of its resources begins with every Guard



Soldier and Airman. Innovations that improve efficiency must continue to be encouraged and implemented. All National Guard accounts must be fully auditable. Everyone in the National Guard—from general officers to privates and airmen—must adhere to, and embody, the ethical standards articulated through our core values.

Investment in National Guard readiness and leader development also means keeping the faith with our National Guard Soldiers, Airmen, and their families. We must strictly manage and enforce Department of Defense and National Guard programs and policies on diversity, same-sex benefits, suicide prevention, sexual assault, and resiliency. Affording mutual respect and support to our own must remain a first priority.

In the same manner that we must sustain hard-won readiness and relevancy to fight America's wars, protect the homeland and build global partnerships, we must also sustain an ethos of confidence through our actions that is above reproach for the American people we serve. They are counting on us.

Isolated actors and misconduct undermine the credibility of National Guard Soldiers and Airmen. Such actions detract attention from

the legion of inspiring stories of innovative leadership, service and selflessness that I see each day from our National Guard Soldiers and Airmen. We must audit activities internally and externally, demand integrity, and encourage an environment of accountability. We have earned the long-standing National Guard reputation for our exceptional performance in the eyes of the American public and that allows us to recruit the best and brightest that America has to offer.

Regardless of rank, those who fall below our high standards for ethics and conduct will be held fully accountable.

SUMMARY

The National Guard performs three critical defense duties for America: fighting America's wars, protecting the homeland, and building global and domestic partnerships. As stewards of taxpayer resources, we also are taking deliberate steps to eradicate inefficiencies while reinforcing the core ethics of the citizen Soldier and Airman. We continue to keep the faith with our Soldiers, Airmen and their families by ensuring they receive the very best care.

Today's National Guard is flexible and scalable to America's changing needs on any given day. After more than a decade of fighting side-by-side, we are seamless with the active Army and Air Force and affordable during peacetime without compromising on quality or experience. When in combat, we are more ready and more accessible than at any other time in our history. Inside our borders, citizen Soldiers and Airmen represent America's 377-year community-based militia tradition; ready at a moment's notice to serve both national and local interests.

At home we are shaping whole-of-Nation synergy in service to communities throughout America. Recognizing the increase in defense roles in the homeland is critically important at a time when threats are shifting toward economic warfare, cyber warfare, long-range missile capability and terrorism.

To help combat these threats, the National Guard is building partnerships that increase America's security around the world. Now, more than ever, the National Guard remains "Always Ready, Always There" for America. It's why investing the same defense dollar in the dual-capable National Guard is a win-win for American security and its taxpayers.



FIGHTING AMERICA'S WARS

PROTECTING THE HOMELAND

Proven in Combat

- After more than a decade of proven performance in Iraq and Afghanistan, you cannot distinguish between active duty and National Guard Soldiers and Airmen.
- America's significant investment in the National Guard over the last decade has produced the best-trained, led and equipped Guard force in history.
- Nearly half of the force has combat experience.
- Guard members train to the same standards as their active Army and Air Force counterparts.
- Since 9/11, the National Guard has filled every request for troops, at home and overseas, with ready forces.
- Valor in combat since 9/11: 6 Distinguished Service Crosses; 45 Silver Stars; 55 Distinguished Flying Crosses; 624 Bronze Stars with "valor" devices; and 5,703 Purple Hearts.
- Air Guard members supported 10,500 deployment requirements to 48 countries and every continent last year.
- Army Guard members have served or are serving in 31 countries around the world - Iraq, Afghanistan, Kuwait, Bahrain, Qatar, Kosovo, Cuba, Djibouti, the Philippines, and others.
- The National Guard has been running peacekeeping missions in the Balkans since 9/11; the multinational observer force in the Sinai since 2002; and security forces in Djibouti since 2009.
- The Air and Army National Guard have jointly defended National Capital Region airspace since 2003.
- Air Guard members filled over 56,000 Air Force manpower requests in 2013.
- The Air Guard performs 30 percent of the Air Force mission each day and can be ready to deploy overseas in 72-hours or less.
- In FY14, Army Guard Special Forces Soldiers will deploy to 65 countries. In the Pacific region alone, they will perform more than 25 percent of the DoD's special operations missions.
- More than 400 Army Guard special operators conducted and supported combat operations in Afghanistan in FY13.
- The Air Guard performs Remotely Piloted Aircraft combat patrols worldwide 365 days per year, totaling nearly 85,000 hours annually.

Always Ready, Always There

- Guard members live and serve in over 3,000 communities. In a domestic emergency response, the equation is simple: Less time and distance = more lives saved.
- The National Guard responded to domestic emergencies in all 10 FEMA regions in FY13.
- On a daily basis, an average of 6,300 Guard members has supported domestic missions over the last 6 years.
- The Air Guard protects America's skies by providing command and control, fighter and tanker alert response; logging 63,500 air sorties since 9/11 and currently averaging 1,200 sorties per month.
- During the past 19 years, Alaska Guard Airmen have successfully completed more than 5,000 search and rescue missions and are credited with saving more than 2,000 lives.
- More than 70 percent of the Defense department's chemical, biological, radiological, nuclear response capability resides within the National Guard.
- National Guard Civil Support Teams can respond within 90-minutes. CSTs were called upon 2,460 times, including 126 active responses and 615 stand-by missions, in FY13.
- National Guard Soldiers and Airmen logged nearly 452,100 duty days (in state active duty and Title 32 status) in response to state emergencies in FY13.
- The National Guard provided support in response to 28 wildfires, 14 floods, 10 winter storms, three hurricanes, a tropical storm and a tornado in FY13.
- Air Guard crews flying C-130s equipped with Modular Airborne Firefighting Systems (MAFFS) flew 367 sorties and dropped more than 880,000 gallons of fire retardant on wildfires in FY13.
- Counterdrug personnel assisted law enforcement agencies (LEAs) in taking \$8.5 billion worth of illicit drugs off the street in FY13.
- National Guard counterdrug analysts contributed to disrupting and dismantling over 1,400 drug trafficking organizations in FY13.



BUILDING GLOBAL PARTNERSHIPS



SOLDIERS, AIRMEN, AND FAMILIES

State Partnership Successes

- The State Partnership Program (SPP) has created 68 enduring, cost-effective partnerships with 74 nations, one-third of the world's countries.
- Army and Air Guard Soldiers and Airmen engaged in more than 700 SPP events last year.
- For under \$14 million annually, SPP helps reduce the pressure and staggering costs of the U.S. going it alone.
- In the last 10 years, 28 SPP partner countries have deployed forces to Iraq and/or Afghanistan. Fifteen of those nations co-deployed with state National Guard forces 79 times to those conflicts.
- Currently, 44 SPP partner countries provide more than 35,000 personnel to all 14 active United Nations' peacekeeping operations.
- The SPP provides an opportunity for National Guard forces to meet joint and Service training requirements.
- The SPP positions the U.S. to effectively counter anticipated or unanticipated global scenarios as they emerge.
- The National Guard is working with Combatant Commanders and the State Department to increase SPP partnerships, especially within the U.S. Africa Command and U.S. Pacific Command.
- Combatant Commanders and U.S. Ambassadors strongly endorse the SPP for cultivating beneficial, long-term relationships with partners.
- More than 12,300 Army Guard Soldiers supported security cooperation efforts such as the SPP, joint and humanitarian training missions in FY13.
- As part of the SPP, Army Guard Soldiers from all 54 states, territories and the District of Colombia participated in 72 military exercises during 2013.
- Nearly 110 students from 20 countries have received the latest in mobility air crew and intelligence training at the Advanced Airlift Tactics Training Center (AATTC) in St. Joseph, Mo. The program pairs allied and U.S. aircrews and intelligence personnel to teach advanced techniques in planning and employment of mobility aircraft.
- The Air Guard also offers allied aircraft crews training in the flying and operating of the F-16 (the 162nd Fighter Wing in Tucson, Ariz.); C-130J (the 143rd Airlift Wing, R.I.); and the C-17 (the 172nd Airlift Wing in Jackson, Miss.).

Keep the Faith

- To address the jurisdictional gaps between military criminal investigators and local law enforcement, the National Guard Bureau established the Office of Complex Investigations (OCI) to ensure reports of sexual assault are investigated by professionals with the necessary background, training and experience.
- Army and Air Guard Directors of Psychological Health (DPHs) provided services to more than 150,000 Soldiers and Airmen in 2013.
- In the last 12 months, Army Guard DPHs actively mitigated 760 high risk situations; to include suicidal, homicidal and assault cases.
- Air Guard DPHs provided consultations for 25,970 cases last year, the majority (17,336) with leadership.
- Wing DPHs conducted 270 psycho-educational training sessions attended by 51,788 service members and 1,335 briefings attended by 77,410 service members.
- The National Guard's Joint Diversity Executive Council (JDEC) was honored two years in a row by the Association of Diversity Councils; the JDEC was ranked 7th in the nation in 2013; and 14th in 2012.
- The Army Guard assisted in 2,000 suicide interventions in the last two years.
- Air Guard DPHs assisted in 229 suicides interventions last year.
- Family Assistance Centers (FACs) addressed more than 2.7 million inquiries, including cases, outreach calls, and information and referral requests in FY13 at 406 National Guard locations.
- Through the Joining Community Services initiative, Guard members are providing logistical, marketing and advocacy support at the state and national level to service members and veterans of all military services and their families. <http://www.joiningcommunityforces.org>
- The National Guard's Yellow Ribbon program sponsored 1,161 events that supported 66,164 Service members, 53,222 family members and 6,799 designated representatives in FY13.
- Since its inception in 1993, more than 121,000 student cadets have graduated from the National Guard Youth ChalleNGe program. Through a five-month, in-residence course, at-risk 16- to 18-year-olds are taught skills, education and the self-discipline needed to succeed.
- On average, 80% of the ChalleNGe graduates earn their high school diploma or a GED, 26% attend college, 12% enter the military; the rest join the work force.
- Cost per ChalleNGe student averages \$17,300 compared to the \$40,000 per year cost for a youth in juvenile custody.



The Way Ahead



- **Fighting America's Wars:** Defense capability and capacity can be preserved and maintained at maximum readiness levels by leveraging the National Guard's cost-effective structure and its proven combat expertise.
- **Protecting the Homeland:** Based in 3,000 communities, no other military force has the training, equipment or track record to respond when a crisis strikes the homeland.
- **Building Global Partnerships:** The National Guard is structured to build enduring security partnerships better than any other DoD force. America's global security interests will be greatly enhanced by the quality of our security relationships with our partner Nations.

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